



Legislation Text

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STRATEGIC PLANNING & BALANCED SCORECARD INITIATIVE

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Purpose and Policy Guidance

This is a request for City Council to review draft value, mission, and vision statements for the city's Strategic Planning and Balanced Scorecard initiative, to make any recommended changes, and to provide consensus direction on final statements to be used as the basis for continued development of the Balanced Scorecard.

Background

This is the third Council study session regarding the Strategic Planning & Balanced Scorecard Initiative designed to guide the process for the development of a city-wide strategic plan. To assist in this process, the city engaged the services of Advanced Strategy Center to conduct five virtual stakeholder feedback sessions with key stakeholder groups including employees, business leaders, non-profit/education leaders, and boards and commissions. There were a total of 82 participants that provided thoughts and opinions on a variety of topics to help identify areas in which Glendale is doing well and areas that could be improved. These transcripts were provided to the City Council to assist them in their work on the development of value, mission, and vision statements; an executive summary of the stakeholder sessions is attached. Next, Advanced Strategy Center conducted an in-person facilitated session with the City Council which focused on the full development of the value, mission, and vision statements.

Analysis

Staff utilized the transcript from the Council session (attached) to further refine the key statements adding structure and uniformity. The attached Values, Mission, and Vision report provides specific details and staff analysis related to each of the statement areas as well as statistical information regarding the stakeholder feedback sessions. Based on City Council and stakeholder input, the following value, mission, and vision statements are presented for Council discussion and consideration:

Simple Value Statements (see report for detailed description of each):

- We are guided by integrity in all that we do.
- We are committed to excellence through operational and financial stewardship.
- We empower our employees to be innovative.
- We are community driven.
- We are a learning organization.

Mission: We improve the lives of the people we serve every day.

Vision: We are the community of choice for residents, businesses, and employees.

Previous Related Council Action

On October 31, 2016 the City Council held a Special Workshop where they participated in a facilitated discussion to identify core concepts and ideas that would be used to create the city's value, mission, and vision statements.

On September 9, 2016 the City Council held a Special Workshop where staff presented an informational overview of strategic planning, why it is important for our community and organization, and an introduction to the Balanced Scorecard management system.

Community Benefit/Public Involvement

The development of a comprehensive and focused strategy for municipal service delivery is critical for the development of a high performance organization that has a shared purpose, operates with autonomy and accountability, sets and achieves performance measures and targets, has empowered and engaged employees that work collaboratively, and uses data and evidence for decision making. All of these things add value to service delivery and have the ability to create a positive impact for the community. It provides the opportunity for the city to be specific and deliberate in the allocation of resources and ultimately, improves overall quality of life for our citizens.

In an effort to inform the initial steps of the process, the city engaged key stakeholder groups including employees, business leaders, boards and commissions, and the non-profit community to provide their insights into what the city is doing well and where improvement is needed in order to guide the full development of the strategic plan.